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do so just long enough to follow the letter of the compulsory education law" (pp. 224-5).

"The conditions of labor in the factories are far from satisfactory—in many of them they are positively disgraceful." Yet, "as the new law forbids the employment of children under nine in factories, and the working of women at nights, a starting point is provided for a better condition of things" (p. 224).

For a population half as large as that of the United States, yet penned up in limits no greater than those of the State of Colorado, colonization is a necessity. Emigration to Formosa, Yezo, Korea and Manchuria is encouraged by the government that restricts voluntarily emigration to the United States. The interesting account of Japanese success in controlling and improving refractory Formosa contrasts with the meagre notice of Japanese action in Korea and Manchuria. In regard to these latter, the author alleges foreign misrepresentation and deprecates premature criticism.

While the author of "Bushido," cannot be charged with any lack of admiration for what is distinctively Japanese, he shows himself in the book before us as indeed "shod with the preparation of the gospel of peace." In temperament, ability and education, and in intimate knowledge of western thought and of America in particular, no Japanese is better fitted to appeal to the judgment and good feeling of thinking Americans. If the Chauvinists of neither country can be expected to think and listen, the great majority of well-meaning people on both sides of the Pacific may find in this book ample ground for maintaining inviolate the cordial relations that have existed between the two countries ever since our Commodore Perry sailed up Yedo Bay.

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PARKHURST, F. A. *Applied Methods of Scientific Management*. Pp. xii, 325. Price, \$2.00. New York: John Wiley & Sons, 1912; *Addresses and Discussions at the Conference on Scientific Management*, held October 12, 13 and 14, 1911. Pp. xi, 388. Price, \$2.50. Hanover, N. H.: Tuck School, Dartmouth College, 1912.

Since Frederick W. Taylor began his work in scientific management and efficiency, the output of literature upon these subjects has steadily increased. Two of the latest publications are Parkhurst's "Applied Methods of Scientific Management" and the Proceedings of the first conference of the Amos Tuck School of Administration and Finance of Dartmouth College.

The first of these volumes treats of the application of scientific methods in the case of the Ferracute Machine Company of Bridgeton, New Jersey. These methods are particularly adapted to a business employing one hundred people or more. In a general way the work resembles Arnold's "Factory Manager." But where Arnold in the space of his work examined in some detail the organization of several plants, Mr. Parkhurst has devoted an entire volume to the organization of one. As might therefore be anticipated, the work gives an exceedingly minute and thorough treatment of the methods of the company in question. The

portions of the volume that are devoted to "routing work through the shops, payment of labor," and "time studies" are especially interesting.

The book contains a lengthy appendix "Organization Record of the Ferracute Machine Company." This lays down exactly what the duties and responsibilities of each member of the organization are. It goes, therefore, without saying, that that company employs the Taylor and not the Emerson system.

The Tuck School Conference was divided into six sessions; the first devoted to Principles of Scientific Management; the second, to Scientific Management and the Laborer; the third, to Scientific Management and the Manager; the fourth, to the Applicability of Scientific Management in Certain Industries; the fifth, to Scientific Management and Government, and the sixth, to Phases of Scientific Management. Some of the leading specialists of the country in this field attended the conference, among them F. W. Taylor, Harrington Emerson and H. L. Gantt.

As in nearly all conferences, much was said that was elementary in character or that had little bearing upon the subject in hand. But it is fair to say that less of this was in evidence at the Tuck Conference than is usually the case. Several of the speeches were unusually interesting and informative, while some of the discussion developed many points that are not commonplaces to the students of the subject.

Both volumes it may be said, in conclusion, are interesting and valuable contributions to the extant literature on "Scientific Management."

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REES, J. D. *Current Political Problems*. Pp. xi, 423. Price, \$1.40. New York: Longmans, Green & Co, 1912.

The "Current Political Problems" are those before the British public at the present time, but the real subject of the work is the attitude of the political parties towards these problems. The book is written primarily for the British voter, and assumes, with regard to most of the topics treated, a knowledge on the part of the reader, such as might be gained from the casual perusal of newspapers. The provisions of the Lloyd George budget and of the Declaration of London, for example, receive little explanation, while other topics less well-known or less recently the subject of general discussion, such as foreign affairs and education, are given more exposition. On the whole, however, the tone is distinctly argumentative, and, since the author frankly acknowledges inclinations "in the Unionist direction" (p. v), the book becomes mainly a justification for the attitude of the Unionist party. The author endeavors to remedy this one-sidedness by a summary statement at the end of each chapter of arguments both for and against the policies considered. These fairly deserve the author's claim of impartiality, though they can scarcely be regarded as systematic or thorough.

The contents cover so wide a range that it is impossible to give them an adequate survey here, but some of the more significant views may be noted. The keynote of the treatment of the army and navy is their inadequacy to protect the empire and also defend England from German attack. The chapters